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BRAC construction to maintain rapid pace beyond 2011

by Brian Dwyer, Joint Program Management Office -

The start of the new year also marks the beginning of the final push toward conclusion of San Antonio's 2007-2011 BRAC construction program. While many new BRAC facilities are already in use, several of the program's most substantial projects are entering the final stages of construction and on track to be ready for occupancy before the BRAC completion deadline in September.

The BRAC program represents about \$2 billion of work and approximately 6 million square feet of facilities, but it is part of a larger, ongoing Military Construction (MILCON) program in San Antonio that amounts to almost \$3.3 billion of projects and more than 10 million square feet of space. After BRAC construction concludes, non-BRAC construction in San Antonio is scheduled to continue at historically high levels at least for the next four years.

BRAC Finish

Most of the major BRAC projects coming to conclusion during the next several months are spread across Fort Sam Houston. A ribbon-cutting ceremony is scheduled for February 4 to formally open the Joint Center of Excellence for Battlefield Health and Trauma Research. This facility is adjacent to Brooke Army Medical Center (BAMC) and was built to consolidate the

research programs of all service branches aimed at enhancing combat casualty care.

To the north, the 181,000 square foot Tri-Service Research Laboratory is expected to be ready for use by mid-spring. The lab will house research programs that address the health and safety effects of exposure to a variety of stressors in the field.

Across the post, construction is moving quickly on the campus of facilities being developed to accommodate the relocation of Headquarters, Installation Management Command (IMCOM)...
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All historic structures being renovated require extensive rehabilitation to accommodate their more than 1,500 military and civilian positions associated with IMCOM.



December 2010 photo of the Joint Center of Excellence for Battlefield Health and Trauma Research (BHT) nearby Brooke Army Medical Center (BAMC). Shortly after moving in, researchers started work at the new facility. (See pg. 7 for interior BHT photos and other interior BRAC project photos.)

BRAC construction to maintain rapid pace beyond

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from the Washington, D.C. area. A new instructional facility for the Family and Morale, Welfare and Recreation Command (FMWRC), a subcommand of IMCOM, is slated for completion in the spring. By early summer, work is expected to be finished on a new 168,000-square-foot IMCOM headquarters building. The historic Fort Sam Houston Theater is being renovated as part of the IMCOM campus to provide a new home for the FMWRC's Army Entertainment Division, which produces the traveling U.S. Army Soldier Show. This renovation project is on track to be finished by September. Nearby, a new headquarters building for the 502nd Air Base Wing is targeted for completion by mid-summer. The 502nd is consolidating the installation support functions of Fort Sam Houston, Lackland Air Force Base, and Randolph Air Force Base. Elsewhere on post, most of the 14 facilities that compose the Medical Education and Training Campus (METC) are finished. All three of METC's dormitories and its five Medical Instructional Facilities have been turned over for use, along with the dining facility and the headquarters/administration building. The METC physical fitness center is scheduled to be completed by late spring. Meanwhile, the campus has already held its first graduation ceremony, even as training programs are continuing to be launched. Before the end of 2010, a group of Air Force staff sergeants completed a pharmacy course. METC is consolidating the enlisted medical training programs of all branches of the military, providing instruction for a variety of medical specialists, such as combat medics, Navy corpsmen, radiology technicians, and biomedical equipment technologists.

The project to expand and renovate BAMC as the San Antonio Military Medical Center (SAMMC) has overcome several challenges and remains on track for completion by the end of the summer. This project alone represents 44 percent of the total amount of usable square footage to be delivered within the BRAC program.

At Lackland Air Force Base, an Intelligence Operations Center is scheduled to be finished by the end of next month. This facility will support units that monitor and assess Air Force communications and computer systems. Also at Lackland, it is anticipated that a technical training complex to support the Inter-American Air Forces Academy will be made ready for use before the end of spring.

"We've reached the point where the full impact of this program is becoming apparent," said David Thomas, Director of the Joint Program Management Office (JPMO), which manages design and construction of San Antonio BRAC, MILCON, and Sustainment, Restoration, and Modernization (SRM) projects that are being executed by the Air Force Center for Engineering and Environment (AFCEE) and the U.S. Army Corps of Engineers (USACE). "The BRAC facilities that are being completed are the fruits of a planning effort that began more than five years ago."

Environmental Recognition

As more BRAC projects reach completion, more recognition is coming for the sustainability that's being incorporated into the facilities. All BRAC projects are built according to standards necessary to qualify for Leadership in Energy and Environmental Design (LEED) Silver certification by the U.S. Green Building Council (USGBC), but some facilities have exceeded this benchmark. An admini-

stration building completed in 2010 at Randolph Air Force Base recently achieved LEED Gold designation. This structure incorporates five Civilian Personnel Offices that were relocated from other bases across the country to manage programs and carry out policies affecting Air Force civilian members. The "green" design of this facility allows for a 40 percent reduction in water use and a 25 percent reduction in energy use compared to conventional buildings. Additionally, recycled materials accounted for 37 percent of the building materials used in construction.

Representatives of the JPMO that are overseeing construction of METC facilities are pursuing expanded LEED recognition. The METC dining facility has achieved LEED Silver certification, but efforts are also underway to have as many as 11 other METC buildings certified as Silver or higher by the USGBC. When it's completed, METC stands to be one of the few complexes in the nation to have attained campus-wide LEED certification.

Looking Ahead

Even though the BRAC program in San Antonio concludes this year, the construction momentum that BRAC has established will continue. Multiple projects are planned from fiscal year 2012 through the end of fiscal year 2015. The value of the proposed projects during this time period is anticipated to be about \$200 to \$300 million per year, or roughly four to six times the historic annual average of military construction expenditures in San Antonio. With almost \$1 billion in post-BRAC projects already lined up, the impact of military construction in San Antonio stands to remain strong in the foreseeable future.

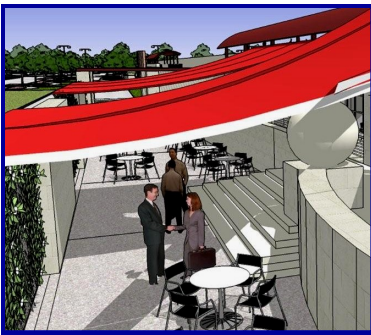


The 75-year old Fort Sam Houston post theater is one of several renovation projects underway. The building will become the new home of the Family, Morale, Welfare and Recreation Command's (FMWRC) Army Entertainment Division, which is relocating to Fort Sam Houston from Fort Belvoir, Virginia as part of BRAC 2005. (photos courtesy Fort Sam Houston Public Affairs Office)

Building 171: Planning for a sustainable future



Exterior photo of bldg. 171 (photo courtesy AFCEE Public Affairs)



Artist rendering of exterior renovated bldg. 171 at Port San Antonio (photo courtesy AFCEE Public Affairs)

by Jennifer Schneider, AFCEE Public Affairs - Port San Antonio's Building 171 has served many purposes and seen many events unfold.

Originally built in 1942 to provide World War II weapons storage, it has also served as a shipping depot and logistics center and later as a shelter for Hurricane Katrina victims.

Now the 452,000 square foot building has been fitted with a new function: to become one of the largest single-level administrative buildings in the Department of Defense, ultimately housing approximately 3,000 employees from 12 Air Force agencies to include the Air Force Center for Engineering and the Environment, the Air Force Real Property Agency, the Air Force Medical Operations Agency, the Air Force Services Agency, the Air Force Public Affairs Agency, Headquarters Personal Property Activity, the Joint Personal Property Shipping Office, the 24th Air Force, the Air Force Medical Support Agency, the Air Force Judge Advocate General Environmental Law/Litigation Office, the Air Force Outreach Program Office and the Air Force General Counsel.

The consolidation and move to the building has been the result of years of planning and the execution of Leadership in Energy and Environmental Design certifiable renovations to both the interior and exterior to comply with current Anti Terrorism/Force Protection guidance, and to modernize the HVAC and communications infrastructure.

Exterior improvements are being funded by Base Realignment and Closure 2005 as part of a \$4 million contract with Port San Antonio, and are expected to reach completion in October 2010. DL Bandy Constructors Inc. was awarded the contract which includes parking lot repair and construction of additional parking lots, ultimately providing a projected

total of 2,600 spaces. The contract also encompasses construction of a perimeter security fence, two guard houses, an exit-only gate, and paving support for two new entrances and a separate truck entrance.

Throughout the renovation process, increasing the sustainability of the interior and exterior of the site and improving quality of life for occupants have been key objectives.

The initial design of the parking lot addition was reconfigured by the AFCEE Built Infrastructure Branch, Planning and Design Standards Section (TDBS) to conserve as many trees as possible, said Theodore Shierk, AFCEE TDBS landscape architect.

"They improved the parking layout, and allowed us some gathering spaces for those organizational activities that go on at every Air Force installation," AFCEE TDBS Chief Wayne Reber said.

Interior sustainability has also been a focal point. The building is composed of eight bays, each consisting of 40,000 to 50,000 square feet.

Interior improvements are being funded as part of a \$26.9 million Air Force military construction project and are expected to reach completion in fall 2010. ECC, the prime contractor, is handling the renovations for seven of the bays and is providing new carpet and paint, ceiling insulation, installation of Anti-Terrorism/Force Protection windows and frames, security enhancements at the eight entrances and HVAC repair.

Remodeling for bay five, the anticipated home of the 24th Air Force, is a separate task order and still in the design stage with the contract expected to be awarded in September 2010.

ECC Design Manager Deborah Locklair said ECC has been working with the contractors and occupants on achiev-

ing the LEED for Commercial Interiors certification for the building from the US Green Building Council.

LEED certification recognizes performance in eight key areas: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, locations and linkages, awareness and education, and innovation in design.

These categories were addressed in the remodeling efforts, as efforts were made to utilize materials composed of recycled content and conserve water and electricity through the use of energy efficient fixtures and appliances. Maintaining the indoor environmental quality through the use of low-emitting materials during the construction process was another area that received attention. A focus on LEED education for the building's occupants and a "green" cleaning contract, are expected to provide support for LEED innovation in design credits, Ms. Locklair said.

According to AFCEE Program Manager David Irwin, achieving LEED certification is often more difficult for older buildings such as Building 171.

"This building is from the 40s so it's not all that sustainable in its original design," Mr. Irwin said. "It's harder to do (get LEED certification) with old buildings."

Restroom renovations, which are being funded by BRAC through a contract with Port San Antonio, began in August and are expected to reach completion in December 2010. The redesigned restrooms will incorporate ultra low-flow fixtures, reducing water consumption in the restrooms by up to 50 percent and potentially contributing to credit in the LEED water efficiency category.

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Building 171: Planning for a sustainable future

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There are several considerations that must be taken into account when dealing with a space that is utilized by a diverse group of agencies and organizations.

To ensure that each tenant has a voice in the remodeling efforts, the Building 171 Review Board was established. The board allows representatives from each of the tenant Air Force agencies to provide input on proposed improvements and other topics affecting the building. Should the board vote to approve a proposal, it is then passed on to the Facilities Working Group, which is also composed of representatives from each agency. The FWG has authority to approve some items, while items of higher magnitude are passed to the Facilities Council which is comprised of the commanders from the tenant agencies.

Representatives from Lackland Air Force Base and Port San Antonio are involved at all levels of the approval process.

"All agencies have a chance to comment on the ideas and provide their input," Built Infrastructure Branch Chief Gene Mesick said. "It's like a homeowners' association."

Some of the topics the board has tackled include establishing standards for exterior and common area furniture and building signage. "We're trying to control the design standards," Mr. Mesick said. "We want there to be some uniformity on the site, and of course in the common areas. We don't want a hodge-podge of different tenants buying different things."

TDBS is developing a design guide which will provide the specifications for items such as benches, chairs and tables, Mr. Mesick said. This guide would enable the various agencies to choose appro-

priate items as funding becomes available.

Besides establishing standards, the board members have also impacted the selections for the bathroom renovations and are garnering support within their agencies to help achieve LEED certification.

"It (achieving LEED certification) takes the hard work of the entire team," Ms. Locklair said. "It is all part of a team effort between the designer, contractor, builder and occupants."

AFCEE's interest in sustainability is not planned to end with LEED certification. The current sustainability features that have been incorporated into the renovations are just the beginning of what AFCEE hopes to integrate into the building.

TDBS was chartered by AFCEE Director Mr. Dennis Firman to look at potential enhancements to the building.

"He gave us a vision to improve the quality of life and improve the sustainability (for Building 171)," Mr. Reber said. "It culminated in the workshop at the Port of San Antonio in January. The initial state (of the building) is not the end state."

In January 2010, staff from Port San Antonio, Lackland and Randolph Air Force Bases, and personnel from other AFBs around the world, participated in a design planning session (also known as a charette) at the Port to identify and test sustainability features that could potentially be incorporated into Building 171. Many short and long-term projects were considered at the charette to make the property more sustainable and to increase the quality of life for its inhabitants, Mr. Reber said.

Some of the short-term proposals being considered include landscaping enhancements, as well as visual buffers.

"We're looking at adding a pedestrian pathway around the

building, constructing a bus stop, outdoor gathering spaces, a buffer between the railroad and parking lots and adding more trees to the parking lot," Christopher Caillier, TDBS architecture student intern, said. "These are the pieces of the vision. As we move forward we can do severable chunks of the smaller projects and eventually get to what this (the building) could be in the future."

Long term design concepts considered for the next five to ten years include potentially adding shaded structures for parking, replacing the existing roof with a high performance roof system, creating an outdoor eating area near the proposed cafeteria, creating an energy display in the building and installing a water collection system.

Even further into the future are the possibilities of installing an off-site pedestrian network and testing examples of alternative energy technologies on site. Testing alternative energies locally would not only promote sustainability on the site itself, but also allow others to learn more about the science behind the solutions.

"We have customers here (at Building 171) all the time that come to do business," Mr. Shierk said. "As part of that, they could see the sustainability projects we are working on. The ones that work, the ones that don't."

AFCEE's ultimate goal is for Building 171 to be a model of sustainability for the Air Force and the world.

"We have a vision toward continual improvement and sustainability is the center of our excellence," Mr. Firman said. "If we're going to lead sustainability for the Air Force, we've got to demonstrate it in the place we live in and we have to have a plan to make it continually more sustainable."



One of several long hallways in bldg. 171. (photo courtesy AFCEE Public Affairs)



Bldg. 171 snack bar (photo courtesy AFCEE Public Affairs)

New buildings accommodate relocated BAMC clinics

by Susan Merkner, SAMBIO Public Affairs - Three new transitional buildings have opened at Brooke Army Medical Center to accommodate medical services and clinics during Base Realignment and Closure renovation and construction.

The new buildings include the BAMC Annex and BAMC Annex South (formerly C Lot 15 and 16), located east of the medical mall entrance to the hospital, and clinic T4A in D Lot, located west of the hospital's women's health clinic entrance.

D Lot includes clinics T1 through T14. Among the services in that location are pediatric general and subspecialty clinics, pediatric pharmacy, well baby, peds immunization,

speech, behavioral medicine, cardiac clinics, rheumatology, dermatology, cardiothoracic clinic, and other services and administrative offices.

D Lot's newest occupant is the allergy and immunology clinic, which relocated to T4A effective Dec. 21.

BAMC Annex is the site of the neurosurgery clinic, the internal medicine clinic and the burn center outpatient clinic. Various administrative offices are located in BAMC Annex South.

Several other clinics have been relocated to BAMC's medical mall as part of the BRAC process to form the new San Antonio Military Medical Center.

Recently relocated clinics, their new locations and main

desk telephone numbers are:

Allergy and Immunization Clinic: D Lot Clinic T4A. Call 916-3011.

Burn Center Outpatient Clinic: BAMC Annex. Call 916-9116.

Internal Medicine Clinic: BAMC Annex. Call 916-5000.

Neurosurgery Clinic: BAMC Annex. Call 916-2757.

Pain Management Clinic: First floor medical mall. Call 916-2888.

Wound/Ostomy Clinic: Second floor medical mall. Call 916-3334.



An aerial view of BAMC shows new transitional buildings (Courtesy photo)

Military impact significant in local health care industry

by Phil Reidinger, AMEDD Center & School Public Affairs - One of every six San Antonio employees works in the health care and biosciences industries and the industry impact is approximately \$24.5 billion, according to a report released by the San Antonio Greater Chamber of Commerce Nov. 30.

The study was conducted by Trinity University professors Richard Butler, Ph.D., and Mary Stefl, Ph.D.

During his presentation, Butler noted that recent developments in military medicine and the bioscience sector point to a bright future for health care and biosciences in San Antonio.

Butler also stated that the economic impact, based on data collected during 2009, for the first time included a serious conservative and comprehensive evaluation of contributions to the city economy by military medical health care

operations, research, and training and education programs.

During the annual health care and biosciences industries luncheon, Maj. Gen. David Rubenstein, Army Medical Department Center & School commanding general, described the growing military medical presence in the community as a result of BRAC 2005.

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Military impact significant in local health care industry

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During his presentation, Rubenstein summarized current military medicine organizations such as the Army Medical Command, the Air Force Medical Operations Agency, the San Antonio Uniformed Services Health Education Consortium, the Institute for Surgical Research and the Army Medical Department Center & School.

He noted that in addition to the allied health care training programs at the AMEDDC&S, more than 600 interns, residents and fellows participate in graduate medical education programs in San Antonio. Programs sponsored by the University of Texas Health Science Center include psychiatry, surgery, nephrology and nuclear medicine.

Rubenstein said that new capabilities such as the San Antonio Military Medical Center (BAMC), Wilford Hall Ambulatory Surgical Center, the Defense Department's consolidation of enlisted medical training programs and the establishment of the Medical Education and Training Campus, the Joint Center for Battlefield Health and Trauma and the first BAMC community-based health care clinic are all indicators of the growth of military medicine in the San Antonio area.

BRAC 2005 legislation directed the consolidation of enlisted medical training for

the Army, Navy, and Air Force at Fort Sam Houston.

The METC complex encompasses approximately 1.9 million square feet of facilities, including dorms, classrooms, laboratories, a headquarters/administration building, physical fitness center, student activities center, and an 80,000-square-foot dining facility.

METC is expected to have an average daily student enrollment of approximately 9,000, making it the largest institution of its kind in the world.

Also related to BRAC is the consolidation of all military inpatient care in San Antonio at BAMC.

This project involves construction of a seven-story, 760,000-square-foot addition that will house a Level 1 trauma center, operating rooms, clinical and administrative space and an extension of BAMC's internationally acclaimed burn center. A 5,000-space parking garage will also be built, as well as a central energy plant.

More than 300,000 square feet of the existing BAMC facilities will be renovated. When construction is finished, the complex will have absorbed the inpatient and civilian trauma care services provided at Wilford Hall Medical Center. A new WHMC replacement facility will focus exclusively on outpatient care.

BRAC 2005 construction also includes two medical research and laboratory buildings for improved battlefield trauma recovery and patient treatment.

The 150,000-square-foot Joint Center of Excellence for Battlefield Health and Trauma Research built next to BAMC is consolidating research efforts of all service branches to enhance the delivery of combat casualty care.

To the north of BAMC on Holbrook Road, the Tri-Service Research Laboratory is a 181,000-square-foot structure designed to house research efforts that examine the health and safety effects of exposure to a variety of stressors in the field.

BRAC-related renovation of clinical facilities include Budge Dental, Rhodes Dental, McWethy Health Clinics and the U.S. Army Center for Health Promotion and Preventative Medicine.

The BRAC 2005 medical component program consists of 53 contracts with an aggregate programmed amount of approximately \$2.19 billion. The contracts cover construction or renovation of 76 facilities totaling approximately 6.5 million square feet of building space.

(Brian Dwyer, JPMO Public Affairs Office, contributed to this article)



Carrie Baker Wells, San Antonio Greater Chamber of Commerce board chairman and Richard Perez, San Antonio Greater Chamber of Commerce president, present Maj. Gen. David Rubenstein, Army Medical Department Center & School commanding general, a book by Condoleezza Rice following his presentation at the Health Care and Biosciences luncheon Nov. 30. (photo by Becky Bridges)

Town Hall provides updates for 502nd MSG employees

by Lori Newman, Fort Sam Houston Public Affairs - Col. Mary Garr, 502nd Mission Support Group commander, addressed a packed house during a town hall meeting Dec. 1 at the Roadrunner Community Center.

"As you know, we have a lot of change going on and that's what I want to talk to you about today," Garr began. "Change isn't bad. Change can be good

— but transition is hard.

"Before you were proud Department of the Army civilians, now you are proud Department of the Air Force civilians," the colonel said. "Fort Sam Houston is still an Army post, on an Air Force-led joint base.

"The history, the heritage and the traditions of Fort Sam are still Army," she reminded those in attendance. "But we

do have a growing Navy and Air Force population. We were the 'home of Army medicine,' now we are the 'home of military medicine' with all the services consolidating here.

"Our mission has not changed. In your respective individual roles, what you still do is help provide a safe quality of living and working environment for all the folks on Fort Sam," (continued pg. 7)



(photo by Lori Newman)

Town Hall provides updates for 502nd MSG employees

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Garr said. "We recruit service members, we retain families. You are out there helping to do both."

Garr explained each of the tenant units' missions on Fort Sam Houston and also explained the new infrastructure of the 502nd MSG.

"Give yourselves a pat on the back because you have done tremendous work. We still have a lot of work to do ... this is an ongoing process," she said. "This is your opportunity to help influence change. If you don't speak up now, when something isn't right, it's not going to be right in two years, but we will be stuck with it."

"If something is doing well, make sure you voice it, so we don't change it," Garr added. "Failure is not an option ... we have got to make it work."

"The attitude that you present and the service you provide is really what makes Fort Sam Houston such a great place to live and work. People want to come here and that's because of all of you."

Garr introduced a new 502nd MSG Civilian Creed, which combined parts of the Air Force, Army and Army civilian creeds. "You are part of something much bigger than yourselves – you are part of a team and these words represent what you are all about."

Patricia Rivera, 502nd MSG civilian personnel officer, provided a briefing on the new Civilian Personnel Section. She also introduced the staff,

provided updates on federal employee health benefits, retirement out-processing and the Air Force Single Staffing Tool.

"If anyone is planning to retire between Dec. 31 and Jan. 3, you need to contact the 502nd MSG Civilian Personnel Section," Rivera said. "We want to make sure your transition into retirement goes very smoothly, that you out-process correctly and get all the information you need."

Rivera reminded people that health benefits open season is ongoing through Dec. 13. Elections need to be made through the Employee Benefits Information System (EBIS) or by calling 1-800-525-0102.

"There were several employees who notified us that their health insurance had been dropped," Rivera said. "There was a glitch in the system for some insurance carriers when we transitioned from the Army payroll to the Air Force payroll system. That has been resolved."

Rivera suggested former Army employees who transferred to the Air Force call their insurance providers to verify their coverage.

"If you are not active please let us know immediately," she said. "We can resolve the issue very quickly."

Rivera also addressed the Single Staffing Tool, which was launched Nov. 15.

"The Single Staffing Tool is something new to the Air Force," Rivera said. "The Air Force wanted to streamline the hiring process and make it

easier for applicants and managers."

Job announcements are posted on the USAJobs.gov website. Applicants can store up to five resumes on the site. Felix Alvarado, acting chief, Non-Appropriated Fund Human Resources, provided a briefing on some of the issues NAF employees are facing during the transition from Army to Air Force, such as 401K contributions not being deducted from their pay and letters being sent out to employees regarding 401K loans.

"Fidelity sent a letter to people telling them that they are going to default on their loans," Alvarado said. "Some of the people who received the letter do not have a loan."

Other topics covered by Alvarado were My Money access, adult-child eligibility verification forms for insurance, how to find and self-nominate for NAF positions and changes to workers' compensation.

"HR is here to support you as much as possible," he said. The 502nd MSG Civilian Personnel Section and 502nd Force Support Services/NAF Human Resources are located at 1706 Stanley Rd., Building 2263, Room B108 in the basement. Hours of operation are Monday through Friday, 9 a.m. to 3 p.m.

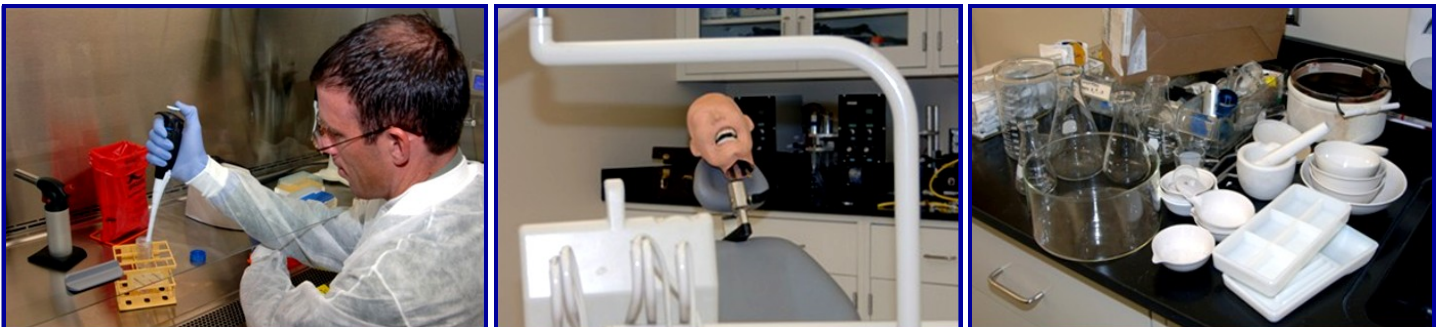
BRAC project interior photos - December 2010



Medical Education and Training Campus students inside a new Medical Instructional Facility



New 80,000 square foot dining facility can produce 14,400 meals daily



Research is underway at the Battlefield Health and Trauma Research Institute



The renovated 452,000 sq. ft. bldg 171 stretches a quarter mile and supports about 2,900 people

BRAC "VIEWS FROM THE TOP"

The San Antonio Joint Program Office (SAJPO) features BRAC "Views From the Top." Each month, we highlight a key BRAC leader in San Antonio and bring you their comments.

In this edition, we feature MAJ GEN David Rubenstein, Commander of the U.S. Army Medical Department Center and School at Fort Sam Houston, San Antonio, Texas.

Q1. Tell us about the AMEDDC&S's rich history.

The AMEDDC&S traces its lineage to the Medical Field Service School established in 1920 at Carlisle Barracks, Pennsylvania. The mission of the MFSS was to train doctors, dentists, and nurses in their duties as Army officers. The MFSS moved to Fort Sam Houston in 1946 and was located in the 9th Infantry Regiment quadrangle. In 1973, the AMEDDC&S was established and located in newly constructed Aabel and Willis Halls. I would encourage people to visit the Army Medical Department Museum to see and experience the history of the Army Medical Department from 1775 to present day operations in Iraq and Afghanistan.

Q2. What is your role in the San Antonio BRAC process?

The BRAC mandate to bring all enlisted medical training to Fort Sam Houston is the most important BRAC related program for the Army Medical Department Center and School (AMEDDC&S). To execute the collocated and, in some cases, consolidated programs of instruction the three Services chose to stand up the Medical Education and Training Campus (METC). Working with our Navy and Air Force colleagues the METC is a team effort involving everything from constructing facilities, providing faculty, validating course content, and caring for students. My role, and the responsibility of the entire

AMEDDC&S, is to ensure METC's success while protecting Army equities. By that I mean that we will continue to provide the METC Commandant and his staff every support while we simultaneously continue to provide Army leadership assurance that it's getting what it expects...Soldiers with the highest possible quality occupational education and training.

Q3. After the BRAC deadline of September 15, 2011, how will the AMEDDC&S differ from METC?

The METC is a schoolhouse. The AMEDDC&S will send faculty and students to the METC to provide and receive instruction in occupational specialties. But the AMEDDC&S has a much larger role in Army and Military Medicine. The mission of the AMEDDC&S is to envision, design and train a premier medical force for full spectrum operations in support of our Nation. The military and civilian men and women of the AMEDDC&S are the foundation on which the Army Medical Department is built, sustained, and transformed. Envision means looking at what the Army's medical force should look like and be able to accomplish given the missions it can be expected to receive. Design means building the tactical medical units, approving their equipment sets, and developing the medical doctrine needed to provide quality healthcare in the field: whether the battlefield or the humanitarian assistance field. Train means providing the

education and training to develop military and civilian students into proficient and ready members of the military healthcare team.

There are five major organizations that comprise the Army Medical Department Center and School.

- The AMEDD Personnel Propensity Directorate does the force modeling. The Army Medical Department has over 130,000 military and civilian members who work in 200 different officer, warrant officer, enlisted and civilian specialties. So this directorate makes sure that the Army's medical force is properly structured to accomplish the AMEDD's many missions.

- The Noncommissioned Officers Academy is our center for NCO professional military leadership education. The Academy teaches course at both the entry and advanced levels.

- The 32nd Medical Brigade is the home of all the Army personnel (faculty, staff and students) assigned to the AMEDDC&S. The brigade has three subordinate battalions and each of the battalions have five to eight companies. During the year the brigade is home to more than 20,000 students attending medical education and training.

- The Medical Capabilities Integration Center is the "center" of the AMEDD Center and School. The MCIC envisions and designs the organizations, the tactics, the doctrine and the equipment that will be found on the medical portion of the battlefield.



- The Academy of Health Sciences is our "school." It is a very large and very complex schoolhouse that is part vocational institution, part community college, and part major university. The Academy of Health Sciences hosts 315 different programs of instruction fully accredited by the Commission for Occupational Education. Of these 315 courses, 30 will be taught in the METC. The Academy of Health Sciences Graduate School also hosts seven doctoral and five masters degree programs. In addition to courses here at Fort Sam Houston, the Academy has non-resident courses in Virginia, Florida, Alabama, at other sites, and through web-based distance learning.

Q4. BRAC resulted in the establishment of Joint Base San Antonio with Fort Sam Houston, Lackland Air Force Base, and Randolph Air Force Base operating under a single headquarters, the 502nd Air Base Wing. What is your role with the 502nd and how is the transition going?

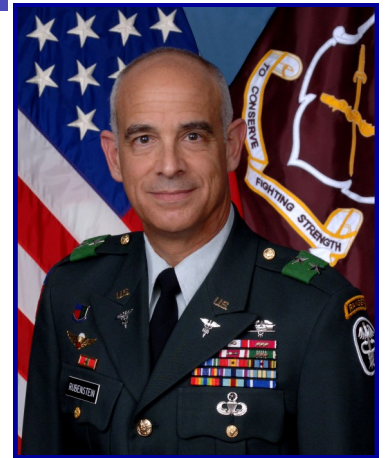
The 502nd provides the AMEDDC&S with installation support so the AMEDDC&S's 2,500 military and civilian teammates can focus on envisioning, designing and training the medical force. We participate in both formal and informal organizations and opportunities to ensure adequate levels of support for both mission and quality of life of all AMEDDC&S personnel

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BRAC "VIEWS FROM THE TOP"

The San Antonio Joint Program Office (SAJPO) features BRAC "Views From the Top." Each month, we highlight a key BRAC leader in San Antonio and bring you their comments.

MAJ GEN David Rubenstein, Commander of the U.S. Army Medical Department Center and School at Fort Sam Houston, San Antonio, Texas.



permanent party military and civilians, their Families, and our students. I consider the Fort Sam Houston community to be one team working together to accomplish military missions, provide a safe working and living environment, and sustain quality of life and Family readiness.

Q5. How would you characterize the relationship between the AMEDDC&S and the City of San Antonio to not only make BRAC happen on time, but in support of the U.S. military in San Antonio overall?

As a Soldier I'm constantly amazed and as a local high school graduate I'm constantly proud of the relationship between the military and the city of San Antonio. This relationship began in 1845, grew stronger in the 1870s, and exists now as strong as ever. The AMEDDC&S is certainly a part of that relationship. For example, our students are in the civilian healthcare community as a part of their studies. Behavioral health technicians take their classroom knowledge to local behavioral health settings, such as the Texas State Hospital in Kerrville, and learn from credential staff how best to apply their textbook education. Thanksgiving is another special example of our relationship. Each year over 400 student Soldiers are invited into the homes of San Antonio families and over 400 student Soldiers are invited to the Valero Energy Corporation headquarters to enjoy the Thanksgiving holiday.

Q6. Do you think the rich history and importance of Fort Sam Houston was a factor in the decision to expand medical training at the installation and make significant additions to Brooke Army Medical Center?

The Army's medical history in San Antonio is significant. In 1845 the US Army came here and established a district headquarters and depot operation. It also established a hospital in a rented house across the street from what is today the Marriott River Center. From those days to these, the Army medical presence in San Antonio has grown to the point where Fort Sam Houston became the home of Army Medicine. The reasons are clear: good relations with the community, Fort Sam being, at one time, the largest post in the Army, a good environment for healing, and the presence of all Army medical education and training. There was also the opportunity to expand into undeveloped land for maneuvers and weapons training. In the late 1890s Army units from Fort Sam Houston begin training on leased lands in the Leon Springs area of Bexar County. That area eventually became Camp Stanley and Camp Bullis. Camp Bullis remains critical to our ability to produce medical personnel able to accomplish their life-saving mission. Every course we teach involves field training exercises at Camp Bullis. More and better training facilities are being constructed at Camp Bullis as a result of BRAC 2005 to support expanding training demands.

Q7. We recently celebrated America's Military in San Antonio during the yearly event organized by the Greater Chamber of Commerce. I understand you attended several events. Why are these events important and what did you enjoy about attending the CAM events?

Celebrate America's Military, like Fiesta and the San Antonio Rodeo and Stock Show, is a community event that gives us all an opportunity to acknowledge the many roles and contributions of our military community's heritage and history in San Antonio and Texas. I enjoy meeting civic and business leaders at these and other activities and discussing how we can work together to advance the AMEDDC&S's mission and contributions to the community. These meetings and events are also excellent opportunities to thank the civic and business leaders, particularly of the Greater Chamber of Commerce, for giving so generously of their time serving on Chamber committees and councils and supporting military missions and Army Families.

Q8. What do you think the short and long term affects of BRAC will be to San Antonio and Fort Sam Houston?

In the short term construction of 51 new buildings is contributing to the economic stability of San Antonio and renovation of 24 historic buildings is stabilizing the Fort's and city's

unique joint history. In the long term the BRAC realignments will have a tremendous economic impact on the San Antonio region. Additionally, the expansion of our healthcare, medical research, and training and education missions will increase military medicine's position as a significant science and economic contributor to the local healthcare and biosciences industry.

MG Rubenstein's professional credentials include being a board certified healthcare executive who is a Past Chairman of the 37,000 member American College of Healthcare Executives. He previously served as a Governor on the College's Board of Governors and Regent in the Council of Regents. MG Rubenstein is a former Healthcare Administration Consultant to the Army Surgeon General. His other professional memberships include the Association of the United States Army, Association of Military Surgeons of the United States, American Hospital Association, and Veterans of Foreign Wars of the United States.

MG Rubenstein has authored numerous peer-reviewed professional articles, has two books on military medical history in progress, and has served as a book reviewer in such professional military journals as Military Review, Army, and Military Medicine. He is a frequent speaker on the topic of healthcare leadership.

Last Month in BRAC News

BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

12/31/2010 -- BRAC: Big Move for Small Business
 12/28/2010 -- It wasn't the best of times, but it wasn't the worst ...
 12/23/2010 -- Comal ISD to grow at 5 percent per year for next 10 years
 12/23/2010 -- Plan for economic development unveiled by chamber
 12/22/2010 -- Construction timeline unveiled for some BRAC intersection improvements
 12/21/2010 -- SA/Bexar County merger bill filed
 12/17/2010 -- San Antonio area employment up in November
 12/17/2010 -- Council awards building pact
 12/17/2010 -- Port San Antonio seeking investors for Town Center office park
 12/16/2010 -- Brooks gets new \$28 million emergency dispatch center
 12/16/2010 -- Brooks City-Base to gain 600 technology-support jobs
 12/17/2010 -- San Antonio's BAMC is world famous for treatment and care
 12/18/2010 -- First of BRAC jobs arrive at Wright-Patt
 12/19/2010 -- San Antonio taps assured to back \$101M airport revenue bond sale
 12/6/2010 -- Recent base closings helped state
 12/6/2010 -- Air Force aerospace medicine classes get started in Kettering
 12/3/2010 -- Relocated USAF medical school opens Monday
 12/2/2010 -- Air Force marks its hand over of Kelly
 12/2/2010 -- Ceremony marks the formal end of Kelly AFB
 12/1/2010 -- Texas cities among top in recovery
 12/1/2010 -- Study warns about growth near Lackland AFB

Upcoming Events

Event	POC	Date
SAJPO Communications Team Meeting	Ron Rogers	1/11/2011
Military Transformation Task Force Meeting	James Henderson	1/21/2011
Executive Integration Oversight Board - Medical	Ron Rogers	1/26/2011
Battlefield Health and Trauma ribbon-cutting	Mike Feeley	2/4/2011
Association of Defense Communities Winter Forum	Mark Frye	2/14 - 2/16

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embrace
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